

This listing of claims will replace all prior versions, and listings, of claims in the application:

LISTING OF CLAIMS:

1. – 10. (Canceled)

11. (Previously Presented) The system as claimed in Claim 26, further comprising means for recommending or effecting changes to a business process to improve its performance in view of said business performance measuring means.

12. (Currently Amended) The system as claimed in Claim [[2]] 26, wherein said means for measuring and comparing business performance includes a simulation means implementing simulation models in at least one of the strategy, operation, execution and implementation models.

13. – 16. (Canceled)

17. (Previously Presented) The system as claimed in Claim 26, wherein said schema represents resources including roles and resource groups.

18. – 25. (Canceled)

26. (Currently Amended) A system for creating and managing a business process integration solution comprising:

means for modeling a business strategy including elements representing business measurements and initiatives according to defined business goals and objectives of an entity;

means for modeling business operations of said entity in terms of business process elements including process tasks, artifact flows and artifact repositories, said business process element incorporating key performance indicators;

means for modeling business operations of said entity in terms of business process elements, said process elements including process tasks, artifact flows and artifact repositories, and business commitment elements including incorporating key performance indicator metrics; said business operations modeling further implementing a business level modeling language based on business artifacts for formally representing said business operations according to a schema, said schema describing one or more of:

an information sub-model describing artifacts and business events that business tasks exchange including task contexts that hold temporary information needed by a task, business predicates, for modeling constraints for, and relationships between, information sub-model constituents,

a Resource sub-model describing human, automated, or external actors, and their capabilities defined as aggregations of capabilities to perform tasks, and,

a Functional sub-model describing actions in the form of business processes, business tasks and artifact repositories that store the artifacts that the business operates on and establishes a coherence model describing

those tasks which operate upon one or more business artifacts using one or more kinds of resources, and how those tasks are interconnected through the exchange of business artifacts,

means for mapping elements of the business strategy model with artifact and process elements of the business operations model; and,

means for measuring business performance and comparing performance against said key performance indicators,

means for transforming business operations model elements into an information technology (IT) solution model comprising business solution artifacts, said business solution artifacts including one or more selected from the group comprising: business objects representing a business document, material, contract or work product, adaptive business objects that capture state-dependent behavior, macroflows that represent interruptible process flows and microflows that represent non-interruptible process flows, application adapters that transforms data for and interfaces with application software, business-business connectors that transform data for and interface with external business systems, and portal artifacts for enabling human users to interact with the solution;

means for defining details of one or more said business solution artifacts, binding and deploying said business solution artifacts to one or more specific runtime platforms;

means for transforming said key performance indicators into IT probes in the IT executable solution model, said probes enabling real-time monitoring and reporting of business process performance as measured by said key performance indicators defined in the business operation model; and,

means for effecting changes to a business process to improve its performance in view of said real-time monitoring,

wherein said business strategy and operation model process elements are continuously refined over a solution development lifecycle as a result of process measurements and comparing.

27. (Currently Amended) A computer-implemented method for creating and managing a business process integration solution comprising the steps of :

a) modeling a business strategy including elements representing business measurements and initiatives according to defined business goals and objectives of an entity;

b) modeling business operations of said entity in terms of business process elements, said process elements including process tasks, artifact flows and artifact repositories, and business commitment elements including incorporating key performance indicator metrics; said business operations modeling further implementing a business level modeling language based on business artifacts for formally representing said business operations according to a schema, said schema describing one or more of:

an information sub-model describing artifacts and business events that business tasks exchange including task contexts that hold temporary information needed by a task, business predicates, for modeling constraints for, and relationships between, information sub-model constituents,

a Resource sub-model describing human, automated, or external actors, and their capabilities defined as aggregations of capabilities to perform tasks, and,

a Functional sub-model describing actions in the form of business processes, business tasks and artifact repositories that store the artifacts that the business operates on and establishes a coherence model describing

those tasks which operate upon one or more business artifacts using one or more kinds of resources, and how those tasks are interconnected through the exchange of business artifacts,

- c) mapping elements of the strategy model with artifact and process elements of the business operations model;
- d) measuring business performance and comparing performance measurements against said key performance indicators;
- e) transforming operations model elements into an information technology (IT) solution model comprising business solution artifacts, said artifacts including one or more selected from the group comprising: business objects representing a business document, material, contract or work product, adaptive business objects that capture state-dependent behavior, macroflows that represent interruptible process flows and microflows that represent non-interruptible process flows, application adapters that transforms data for and interfaces with application software, business-business connectors that transform data for and interface with external business systems, and portal artifacts for enabling human users to interact with the solution;
- f) defining details of one or more said business solution artifacts, binding and deploying said business solution artifacts to one or more specific runtime platforms;
- g) transforming said key performance indicators into IT probes in the IT executable solution model, said probes enabling real-time monitoring and reporting of business process performance as measured by said key performance indicators defined in the operation model; and,
- h) effecting changes to a business process to improve its performance in view of said real-time monitoring,

wherein said business strategy and operation model process elements are continuously refined over a solution development lifecycle as a result of process measurements and comparing.

28. (Currently Amended) An article of manufacture comprising:

at least one computer usable medium having a computer readable program code logic to execute a machine instruction in a processing unit for creating and managing a business process integration solution, said computer readable program code logic, when executing, performing the following steps:

- a) modeling a business strategy including elements representing business measurements and initiatives according to defined business goals and objectives of an entity;
- b) modeling business operations of said entity in terms of business process elements, said process elements including process tasks, artifact flows and artifact repositories, and business commitment elements including incorporating key performance indicator metrics; said business operations modeling further implementing a business level modeling language based on business artifacts for formally representing said business operations according to a schema, said schema describing one or more of:

- an information sub-model describing artifacts and business events that business tasks exchange including task contexts that hold temporary information needed by a task, business predicates, for modeling constraints for, and relationships between, information sub-model constituents,

- a Resource sub-model describing human, automated, or external actors, and their capabilities defined as aggregations of capabilities to perform tasks, and,

a Functional sub-model describing actions in the form of business processes, business tasks and artifact repositories that store the artifacts that the business operates on and establishes a coherence model describing those tasks which operate upon one or more business artifacts using one or more kinds of resources, and how those tasks are interconnected through the exchange of business artifacts,

c) mapping elements of the strategy model with artifact and process elements of the business operations model;

d) measuring business performance and comparing performance measurements against said key performance indicators;

e) transforming operations model elements into an information technology (IT) solution model comprising business solution artifacts, said artifacts including one or more selected from the group comprising: business objects representing a business document, material, contract or work product, adaptive business objects that capture state-dependent behavior, macroflows that represent interruptible process flows and microflows that represent non-interruptible process flows, application adapters that transforms data for and interfaces with application software, business-business connectors that transform data for and interface with external business systems, and portal artifacts for enabling human users to interact with the solution;

f) defining details of one or more said business solution artifacts, binding and deploying said business solution artifacts to one or more specific runtime platforms;

g) transforming said key performance indicators into IT probes in the IT executable solution model, said probes enabling real-time monitoring and reporting of business process performance as measured by said key performance indicators defined in the operation model; and,

h) effecting changes to a business process to improve its performance in view of said real-time monitoring,

wherein said business strategy and operation model process elements are continuously refined over a solution development lifecycle as a result of process measurements and comparing.